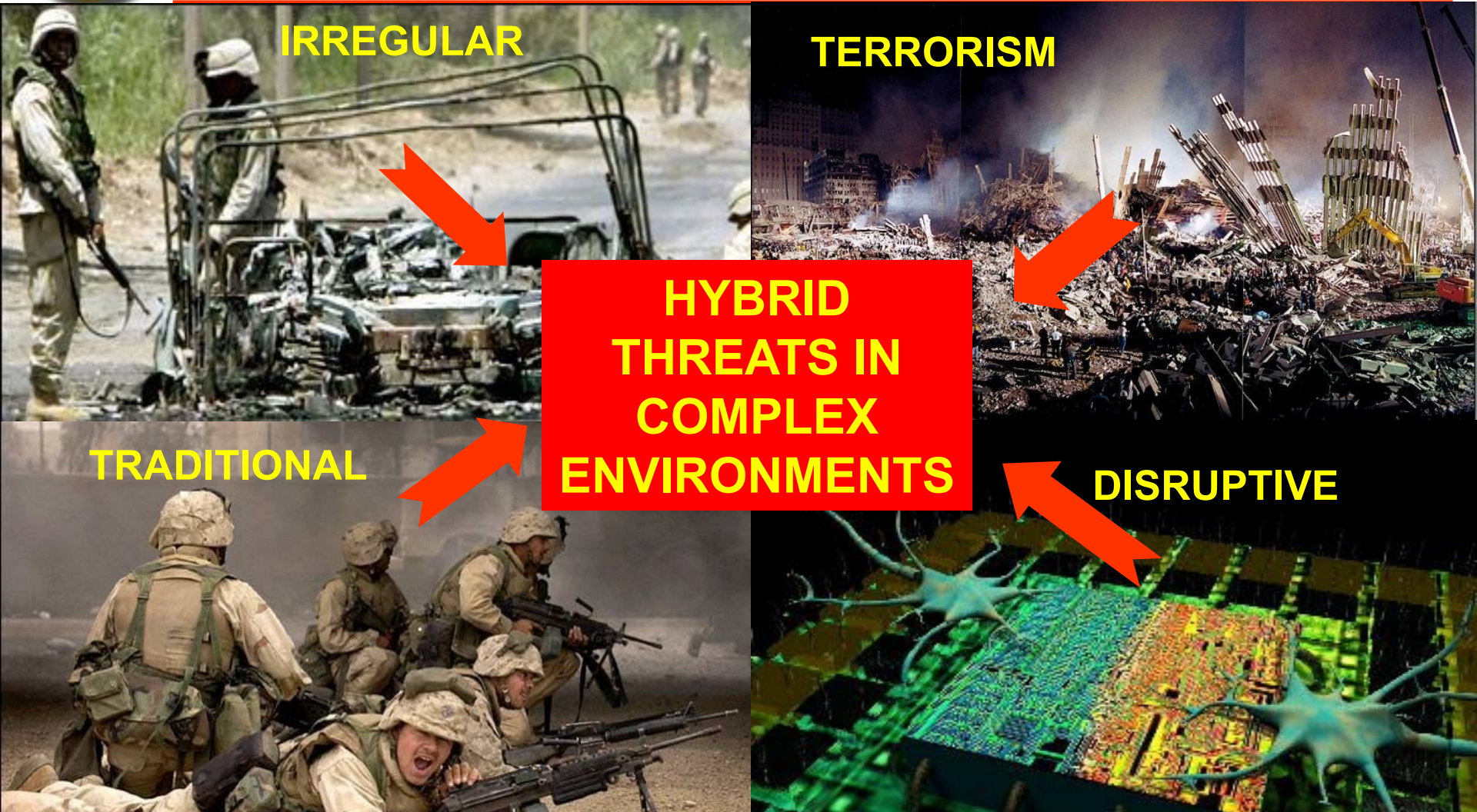# *Shift in Training Strategy*
# *for the Department of Defense*

### *Implementation Fest 2009*
### *Orlando, Florida*

*Dan Gardner*
*18 August 2009*

# *Joint Operating Environment*



IRREGULAR

TERRORISM

**HYBRID THREATS IN COMPLEX ENVIRONMENTS**

TRADITIONAL

DISRUPTIVE

"The lethality of state conflict with the fanatical and protracted fervor of Irregular Warfare. Where Microsoft coexists with machetes, and stealth is met by suicide bombers"
Secretary Gates, November 2008

# *Changing Environment*

- **Dynamic/integrated operations**
  - **Joint urban operations**
  - **Information operations**
  - **Stability, security, transition, and reconstruction operations**
- **Non-traditional roles**
  - **Individual augmentees**
  - **Provincial Reconstruction Teams**
- **Tactical operations with strategic consequences**
- **Traditional warfare/WMD/irregular warfare**
- **"Hybrid warfare"**

# *Top Level Focus*

**"Need for a balanced approach" (Secretary of Defense)**

**Focus emphasis on training for …**

- **Hybrid warfare**
- **Integrated operations**
- **Information operations**
- **Cyber warfare**
- **Reconstruction and stabilization**
- **Homeland defense and civil support**
- **Urban operations**
- **SOF / conventional integration**

- **Language and culture**
- **Indigenous force training**
- **WMD deterrence and defense**
- **Security cooperation**
- **Consequence management**
- **Non-lethal, non-kinetic operations**
- **Intelligence integration**

# Training Transformation Strategic Vision

Provide dynamic, capabilities-based training for the Department of Defense in support of national security requirements across the full range of integrated operations.

| Create Dynamic, Global Knowledge Network | Build Live, Virtual, Constructive (LVC) Training Environment | Establish Performance Assessment Architecture | Combatant Commanders Engagement Exercise |
|---|---|---|---|



Joint Knowledge Development & Distribution Capability

# *Training New Skill Sets*

- **Improve knowledge and skills for hybrid warfare**

- **Focus on non-kinetic competencies**

- **Develop innovative and adaptive leaders to the lowest levels**



- **Train and enable general-purpose forces to operate independently at increasingly lower echelons to meet new complex missions**
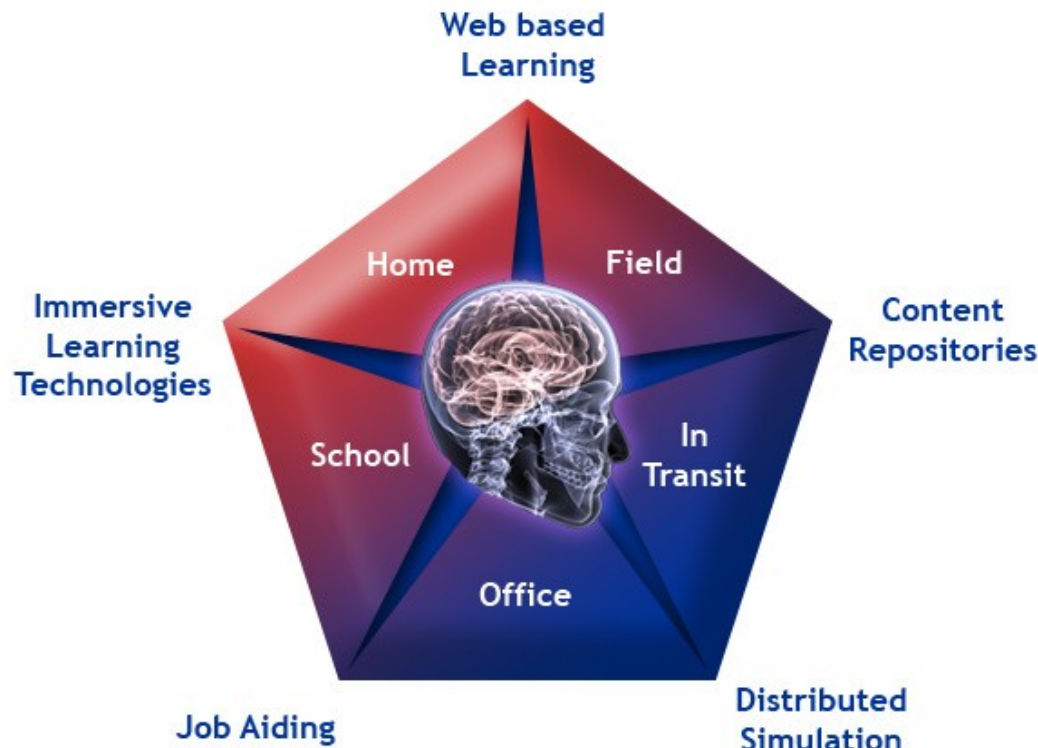
# *Advanced Distributed Learning Vision*

Provide access to the highest quality education and training, tailored to individual needs, delivered cost effectively, anywhere, and anytime.



*Fusion of multiple learning environments to enable performance*

# *Advanced Technology*

- **Virtual Cultural Awareness Training (VCAT)**

- **Integration of gaming into courseware**

- **"Immersive" training**

- **Live and virtual…together**

- **DAU to co-locate their Orlando Teaching and Learning Lab with Joint ADL Co-Lab**

- **Leverage research and development activities of JADL and Team Orlando to enhance DAU courses and delivery options**

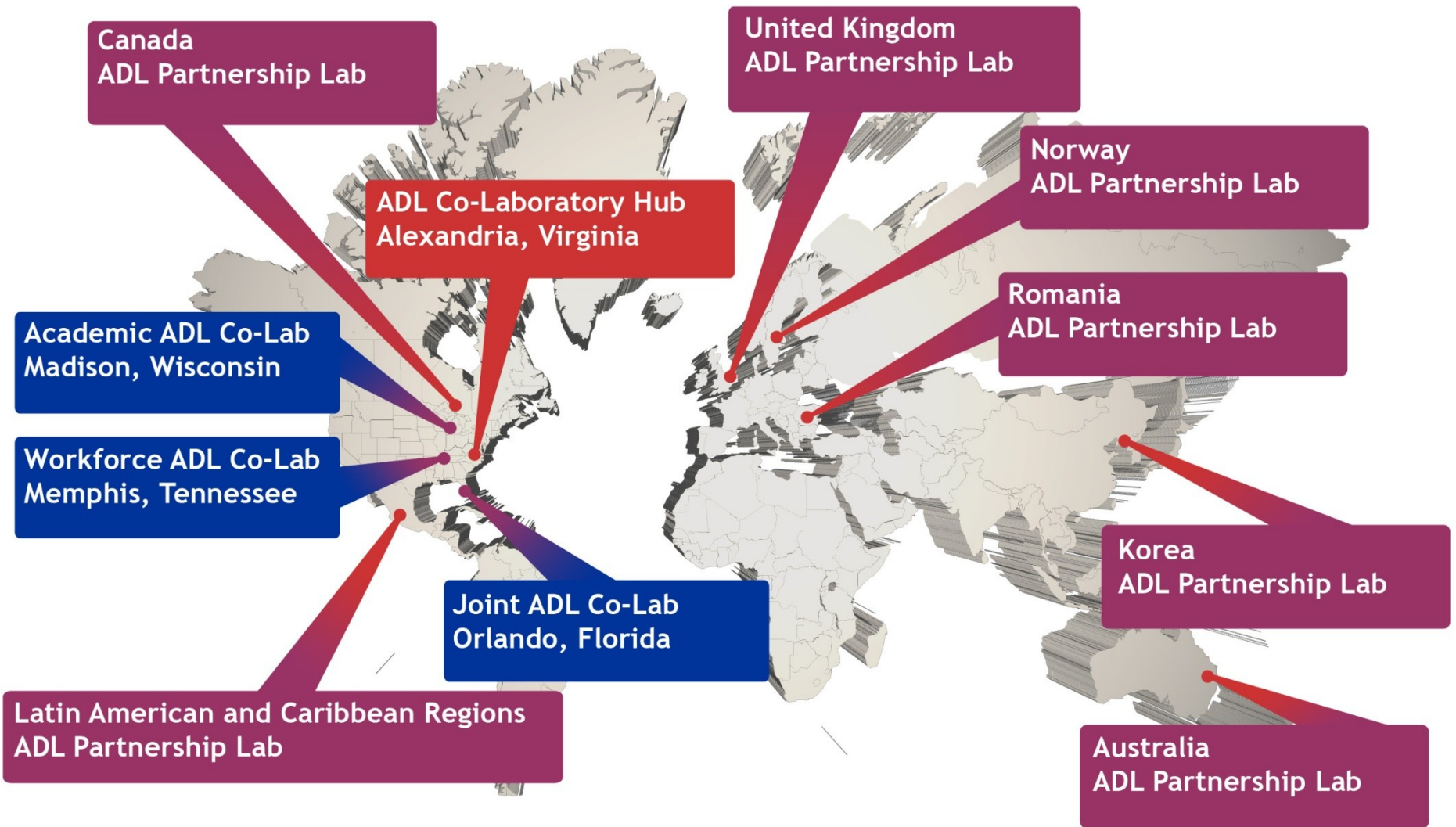- **Specific areas of interest include virtual machine technologies, games, and virtual worlds**

# Questions?

# Global ADL Partnerships
## 'Build Partner Capacity'



Canada
ADL Partnership Lab

United Kingdom
ADL Partnership Lab

ADL Co-Laboratory Hub
Alexandria, Virginia

Norway
ADL Partnership Lab

Academic ADL Co-Lab
Madison, Wisconsin

Romania
ADL Partnership Lab

Workforce ADL Co-Lab
Memphis, Tennessee

Joint ADL Co-Lab
Orlando, Florida

Korea
ADL Partnership Lab

Latin American and Caribbean Regions
ADL Partnership Lab

Australia
ADL Partnership Lab

# *"Demand Signal"*

- **Repositioning forces from Iraq, a shift in emphasis to Afghanistan, end strength growth, and global repositioning will create training demand exceeding capacity of our major CONUS training centers**
  - **No room to roam on live training ranges**
  - **Home station training lacks flexibility and density**
- **Training audience's *time* = limiting factor in preparation of forces for:**
  - **Traditional war**
  - **Nuclear war … WMD**
  - **Irregular warfare**
  - **All points in between including Hybrid Warfare**
- **Current training environment lacks complexity, relevance, and fidelity needed to challenge training audiences**
  - **High fidelity training capability traditionally missing at home station**
  - **Target sets lack fidelity/density to effectively stimulate modern sensors**
  - **Environment inhibits training with static and repetitive scenarios**
  - **Greater free-play required**

# *Training Investment Priorities*

- **T2 shall develop capabilities for supporting Combatant Commander, Joint Task Force Commander, Functional Component Commander and staff individual and collective joint training requirements**

- **Develop a capability to train on the network of joint and national command and control systems, communication systems and Intelligence, Surveillance and Reconnaissance (ISR) systems accessible by commanders at strategic through tactical levels by leveraging ongoing efforts in the operational community. Focus on command and control systems, communication systems and ISR systems that support homeland defense, irregular warfare and stability operations**

# *Training Investment Priorities*

- **Prioritize and invest in _key outcomes_ from the following Functional Training studies; Information Operations, Joint Urban Operations, Asymmetric Warfare, Integrated Operations, Mountain and Cold Weather Warfare, and Irregular Warfare. Implementation strategies**

- **Support development of an individual and collective training capability that exercises homeland defense and civil support mission areas to include, the protection and defense of critical DOD physical and cyber infrastructure, defense support to civil authorities and countering and recovering from Weapons of Mass Destruction (WMD) attacks**

# *Training Investment Priorities*

- **Develop a capability to train in a multi-level security environment by leveraging ongoing efforts in the operational community. This includes anti-tamper, intrusion detection and network segmentation or fire walling capabilities. It must permit an exchange of training scenario and control information and intelligence across all friendly echelons including multi-national, interagency, intergovernmental, non-governmental organizations partners. It must also include support to operational rehearsals, as well as the core-training environment**

# *Training Investment Priorities*

- **Develop an individual and collective training capability which supports Special Operations Forces (SOF) and Conventional force integration**

- **Develop capabilities for individual and collective training that support evolving fratricide prevention measures and combat identification tactics, techniques and procedures.**

- **In order to maximize training realism, with policy and oversight from USD (P&R), USJFCOM in coordination with the Combatant Commanders, exploit Live Virtual and Constructive (LVC) technologies within the Joint Live, Virtual Constructive Training Environment with Focus areas**

# *Training Investment Priorities*

- **Expand JNTC activity and communication infrastructure to overseas locations, supporting deployable and fixed / expeditionary site capabilities.**

- **Build a capability for individual and collective training on the employment of Logistics Common Operational Picture, and employment of a robust communications infrastructure, that provides a distributed, adaptive logistics system for sustainment of the full range of military operations across all phases of a joint campaign plan**

# *Purpose*

- **Set the conditions for the next training revolution through a culture change supported by training, education, and experience.**

- **Shape QDR input.**

- **Position DoD training to align with JOE/CCJO.**

- **Adjust our training and education strategy based on what we have learned in seven (25+) years of conflict.**

- **Challenge status quo sufficiently to enable needed change.**

> *"As capable as our joint forces are today, this will not be enough to meet future challenges. **We will need to select, educate, train, equip and manage our people differently**. This concept is designed to catalyze that process."*
>
> *Capstone Concept for Joint Operations*